Chapter 01

Staffing Models and Strategy

**True / False Questions**

|  |  |
| --- | --- |
| 1. | Human capital refers to the knowledge, skill, and ability of people and their motivation to use them successfully on the job.  True    False |

|  |  |
| --- | --- |
| 2. | For the average organization, employee costs (wages or salaries and benefits) are under 10% of its total revenue.  True    False |

|  |  |
| --- | --- |
| 3. | Staffing is the process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness.  True    False |

|  |  |
| --- | --- |
| 4. | Acquisition activities involve external staffing systems that govern the initial intake of applicants into the organization.  True    False |

|  |  |
| --- | --- |
| 5. | Internal staffing systems work in fundamentally different ways than external staffing systems.  True    False |

|  |  |
| --- | --- |
| 6. | Organizations should attempt to eliminate all employee turnover if at all possible.  True    False |

|  |  |
| --- | --- |
| 7. | Employee turnover does not represent a significant cost to most organizations.  True    False |

|  |  |
| --- | --- |
| 8. | Staffing is more of a process than an event.  True    False |

|  |  |
| --- | --- |
| 9. | Staffing the organization requires attention to both the quantity and quality of people brought into, moved within, and retained by the organization.  True    False |

|  |  |
| --- | --- |
| 10. | Staffing systems exist primarily to fill specific vacancies, and are not closely linked to overall organizational profitability and growth.  True    False |

|  |  |
| --- | --- |
| 11. | Quantity or quality labor shortages can mean lost business opportunities, scaled-back expansion plans, an inability to provide critical consumer goods and services, and even threats to organizational survival.  True    False |

|  |  |
| --- | --- |
| 12. | Employee shortages seldom require job reassignments or overtime for current employees.  True    False |

|  |  |
| --- | --- |
| 13. | Enterprise Rent-A-Car tries to use a single strategy for recruiting employees, rather than spreading their efforts across a lot of different strategies.  True    False |

|  |  |
| --- | --- |
| 14. | Pfizer has concluded that it cannot project what kind of talent it needs in the next 10 years and then select employees whose skills matched these long-range future talent needs.  True    False |

|  |  |
| --- | --- |
| 15. | The quantity portion of the staffing definition means that organizations must be concerned about staffing levels and their adequacy.  True    False |

|  |  |
| --- | --- |
| 16. | When head count requirements exceed availabilities, the organization will be overstaffed.  True    False |

|  |  |
| --- | --- |
| 17. | The person/job match model says that jobs are characterized by their level of qualifications and motivation.  True    False |

|  |  |
| --- | --- |
| 18. | The person/job match model says that individuals are characterized by their level of qualifications and motivation.  True    False |

|  |  |
| --- | --- |
| 19. | The person/job match model states that it is more important to match job rewards to individual motivations than to match job requirements to KSAOs.  True    False |

|  |  |
| --- | --- |
| 20. | Matching concerns that involve the larger organization include organizational values, new job duties, multiple jobs, and future jobs.  True    False |

|  |  |
| --- | --- |
| 21. | In organizations where technology and globalization have caused jobs to change at a rapid pace, person/organization match is more important than person/job match.  True    False |

|  |  |
| --- | --- |
| 22. | It is usually wise to just focus on task and KSAO requirements when staffing, because job requirements almost never extend beyond task and KSAO requirements.  True    False |

|  |  |
| --- | --- |
| 23. | The three stages of entering an organization (in order) are selection, recruitment, and employment.  True    False |

|  |  |
| --- | --- |
| 24. | The initial stage in the staffing system components model is recruitment.  True    False |

|  |  |
| --- | --- |
| 25. | The recruitment stage of the staffing process involves identification and attraction activities by both the organization and the individual.  True    False |

|  |  |
| --- | --- |
| 26. | The selection stage of the staffing process emphasizes the assessment and evaluation of job applicants.  True    False |

|  |  |
| --- | --- |
| 27. | Self-selection refers to employee decisions about whether to continue in or drop out of the staffing process.  True    False |

|  |  |
| --- | --- |
| 28. | Organizational strategy usually dictates HR strategy, and HR strategy seldom has an impact on organizational strategy.  True    False |

|  |  |
| --- | --- |
| 29. | Support activities for HR include legal compliance, planning, and job analysis.  True    False |

|  |  |
| --- | --- |
| 30. | Core activities for HR include legal compliance, planning, and job analysis.  True    False |

|  |  |
| --- | --- |
| 31. | Sound staffing strategy should always focus on acquiring employees who can hit the ground running and be at peak performance the moment they arrive.  True    False |

|  |  |
| --- | --- |
| 32. | Small and midsized organizations have increasingly turned to outsourcing as a way to improve the quality of certain recruiting and hiring processes.  True    False |

|  |  |
| --- | --- |
| 33. | Organizations choose to follow an internal staffing strategy if they want to cultivate a stable, committed workforce.  True    False |

|  |  |
| --- | --- |
| 34. | An organization's core workforce is composed of workers who are used on an as-needed, just-in-time basis.  True    False |

|  |  |
| --- | --- |
| 35. | Some organizations accept a certain level of turnover as inevitable and frequently hire replacements to fill vacancies.  True    False |

|  |  |
| --- | --- |
| 36. | Outsourcing is when an organization sets up its own operations in another country.  True    False |

|  |  |
| --- | --- |
| 37. | Some organizations understaff in order to avoid costly layoffs.  True    False |

|  |  |
| --- | --- |
| 38. | When forced to choose between addressing short-term labor shortages or identifying talent for the long term, most organizations focus on developing the long-term concerns.  True    False |

|  |  |
| --- | --- |
| 39. | A person/organization match is likely to be more important than a person/job match when jobs are poorly defined and fluid.  True    False |

|  |  |
| --- | --- |
| 40. | Examples of job-specific KSAOs include flexibility and adaptability, ability to learn, written and oral communication skills, and algebra/statistics skills.  True    False |

|  |  |
| --- | --- |
| 41. | An active diversity strategy might be pursued as a way of acquiring workers who can help identify a products that might be received favorably by various segments of the marketplace.  True    False |

**Multiple Choice Questions**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 42. | The process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness is called \_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | staffing |

|  |  |
| --- | --- |
| B.  | recruitment |

|  |  |
| --- | --- |
| C.  | selection |

|  |  |
| --- | --- |
| D.  | placement |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 43. | Which of the following statements is true regarding staffing?

|  |  |
| --- | --- |
| A.  | The organization is the only active player in the staffing process. |

|  |  |
| --- | --- |
| B.  | The staffing process is composed of a series of interrelated parts including recruitment, selection, decision making and job offers. |

|  |  |
| --- | --- |
| C.  | The staffing process should only be viewed from the perspective of the individual (line) manager. |

|  |  |
| --- | --- |
| D.  | None of these |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 44. | The process that involves the placement of new hires on the actual job they will hold is called \_\_\_\_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | acquisition |

|  |  |
| --- | --- |
| B.  | deployment |

|  |  |
| --- | --- |
| C.  | retention |

|  |  |
| --- | --- |
| D.  | none of these |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 45. | The purpose of retention systems is to \_\_\_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | attract qualified applicants to job openings in the organization |

|  |  |
| --- | --- |
| B.  | establish a good person-job match |

|  |  |
| --- | --- |
| C.  | manage the flow of employees out of the organization |

|  |  |
| --- | --- |
| D.  | establish a good person-organization match |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 46. | Staffing systems exist, and should ultimately be used, to \_\_\_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | ensure that day-to-day operations run smoothly |

|  |  |
| --- | --- |
| B.  | ensure that procedural, transactional, and routine activities are accomplished |

|  |  |
| --- | --- |
| C.  | reduce costs regardless of the effects on quality or quantity |

|  |  |
| --- | --- |
| D.  | contribute to the attainment of organizational goals such as survival, profitability, and growth |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 47. | According to the staffing quantity model, an organization will be \_\_\_\_\_\_\_\_\_\_ when availabilities exceed requirements.

|  |  |
| --- | --- |
| A.  | fully staffed |

|  |  |
| --- | --- |
| B.  | understaffed |

|  |  |
| --- | --- |
| C.  | overstaffed |

|  |  |
| --- | --- |
| D.  | none of these |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 48. | The staffing quantity model uses \_\_\_\_\_\_\_\_\_ to determine whether a condition of being overstaffed, fully staffed, or understaffed exists.

|  |  |
| --- | --- |
| A.  | projected staffing requirements |

|  |  |
| --- | --- |
| B.  | projected staffing availabilities |

|  |  |
| --- | --- |
| C.  | projected economic trends |

|  |  |
| --- | --- |
| D.  | projected staffing requirements and projected staffing availabilities are both needed |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 49. | Which of the following are portions of person-job match?

|  |  |
| --- | --- |
| A.  | Jobs are characterized by their requirements |

|  |  |
| --- | --- |
| B.  | Jobs are characterized by their embedded rewards |

|  |  |
| --- | --- |
| C.  | Individuals are characterized by their level of qualification and motivation |

|  |  |
| --- | --- |
| D.  | All of these. |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 50. | Which of the following statements is false regarding person-job match?

|  |  |
| --- | --- |
| A.  | Jobs are characterized by their requirements and embedded rewards. |

|  |  |
| --- | --- |
| B.  | Individuals are characterized by their level of qualification. |

|  |  |
| --- | --- |
| C.  | Organizational culture is an important aspect of person-job match. |

|  |  |
| --- | --- |
| D.  | Individuals can be characterized by their motivation levels. |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 51. | The person/job match model says that there must be a match between \_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | job requirements with KSAOs and job rewards with individual motivation |

|  |  |
| --- | --- |
| B.  | job requirements and individual motivation |

|  |  |
| --- | --- |
| C.  | KSAOs and individual motivation |

|  |  |
| --- | --- |
| D.  | none of these |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 52. | Regarding the person/job match model, \_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | staffing is only concerned with the job requirements-KSAO portion of the match |

|  |  |
| --- | --- |
| B.  | job requirements should be expressed in terms of only tasks involved and not KSAOs |

|  |  |
| --- | --- |
| C.  | It applies only to tasks that have been identified and written down |

|  |  |
| --- | --- |
| D.  | none of these are correct |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 53. | In terms of the person/organization match \_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | the "organization" includes only tasks to be performed that are written down as part of the job description |

|  |  |
| --- | --- |
| B.  | attempts to match people to organization values should not be made |

|  |  |
| --- | --- |
| C.  | there is a concern with the "fit" of people to multiple jobs or future jobs |

|  |  |
| --- | --- |
| D.  | all of these are correct |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 54. | Which of the following matching concerns arise in person-organization match?

|  |  |
| --- | --- |
| A.  | values, new job duties, multiple jobs, and future jobs |

|  |  |
| --- | --- |
| B.  | values, qualifications, and motivation |

|  |  |
| --- | --- |
| C.  | person, process, and principle |

|  |  |
| --- | --- |
| D.  | all of these are correct |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 55. | The staffing system components model says that the phases of the staffing process occur in which order after the initial interaction between the applicant and the organization?

|  |  |
| --- | --- |
| A.  | selection, recruitment, employment |

|  |  |
| --- | --- |
| B.  | recruitment, selection, employment |

|  |  |
| --- | --- |
| C.  | recruitment, employment, selection |

|  |  |
| --- | --- |
| D.  | employment, recruitment, selection |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 56. | According to the overall staffing organizations model, one support activity is \_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | external staffing |

|  |  |
| --- | --- |
| B.  | job analysis |

|  |  |
| --- | --- |
| C.  | internal staffing |

|  |  |
| --- | --- |
| D.  | labor relations |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 57. | According to the overall staffing organizations model, an example of a(n) core staffing activity is \_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | HR strategy and planning |

|  |  |
| --- | --- |
| B.  | job analysis |

|  |  |
| --- | --- |
| C.  | internal recruitment |

|  |  |
| --- | --- |
| D.  | none of these |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 58. | According to the overall staffing organizations model, HR and staffing strategy are driven by \_\_\_\_\_\_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | the mission, goals and objectives of the organization |

|  |  |
| --- | --- |
| B.  | support activities |

|  |  |
| --- | --- |
| C.  | legal compliance activities |

|  |  |
| --- | --- |
| D.  | all of these are correct |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 59. | Which of the following is a part of the recruiting phase of the staffing process?

|  |  |
| --- | --- |
| A.  | drawing up job offers |

|  |  |
| --- | --- |
| B.  | completing application blanks |

|  |  |
| --- | --- |
| C.  | developing and conducting job fairs |

|  |  |
| --- | --- |
| D.  | both drawing up job offers and developing and conducting job fairs |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 60. | Which of these activities is most directly associated with the employment phase of the staffing process?

|  |  |
| --- | --- |
| A.  | screening job applications |

|  |  |
| --- | --- |
| B.  | deciding on finalists for a job |

|  |  |
| --- | --- |
| C.  | advertising a job opening |

|  |  |
| --- | --- |
| D.  | evaluating the results of a job aptitude test |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 61. | Staffing system management involves \_\_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | assessing applicant qualifications |

|  |  |
| --- | --- |
| B.  | facilitating employee retention |

|  |  |
| --- | --- |
| C.  | guiding, coordinating, controlling, and evaluating staffing activities |

|  |  |
| --- | --- |
| D.  | day-to-day legal compliance activities |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 62. | A \_\_\_\_\_\_\_\_\_\_\_\_\_ staffing strategy would have an organization concentrate on acquiring new employees who can "hit the ground running."

|  |  |
| --- | --- |
| A.  | pure acquisition |

|  |  |
| --- | --- |
| B.  | pure development |

|  |  |
| --- | --- |
| C.  | lead system |

|  |  |
| --- | --- |
| D.  | lag system |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 63. | The \_\_\_\_\_\_\_\_\_\_\_ is composed of more peripheral workers who are used on an as-needed, just-in-time basis.

|  |  |
| --- | --- |
| A.  | core workforce |

|  |  |
| --- | --- |
| B.  | high performance workforce |

|  |  |
| --- | --- |
| C.  | flexible workforce |

|  |  |
| --- | --- |
| D.  | none of these |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 64. | Outsourcing is \_\_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | setting up operations in another country |

|  |  |
| --- | --- |
| B.  | typically prohibited by law in most states |

|  |  |
| --- | --- |
| C.  | a strategy that is being used less and less |

|  |  |
| --- | --- |
| D.  | moving a business process to another vendor |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 65. | Organizations often \_\_\_\_\_\_\_\_\_\_ when they choose to ride out dips in demand for goods and services or to stockpile talent.

|  |  |
| --- | --- |
| A.  | understaff |

|  |  |
| --- | --- |
| B.  | overstaff |

|  |  |
| --- | --- |
| C.  | attract |

|  |  |
| --- | --- |
| D.  | relocate |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 66. | A \_\_\_\_\_\_\_\_\_\_\_\_\_ staffing strategy is when organizations decide to go to locations where there are ample labor supplies.

|  |  |
| --- | --- |
| A.  | transfer system |

|  |  |
| --- | --- |
| B.  | relocate system |

|  |  |
| --- | --- |
| C.  | factional system |

|  |  |
| --- | --- |
| D.  | extrinsic system |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 67. | When jobs are highly fluid, it is probably advisable for organizations to focus more on

|  |  |
| --- | --- |
| A.  | person-job match. |

|  |  |
| --- | --- |
| B.  | person-organization match. |

|  |  |
| --- | --- |
| C.  | recruiter-recruit match. |

|  |  |
| --- | --- |
| D.  | dynamic equilibrium. |

 |

Chapter 01 Staffing Models and Strategy Answer Key

**True / False Questions**

|  |  |
| --- | --- |
| 1. | Human capital refers to the knowledge, skill, and ability of people and their motivation to use them successfully on the job.  **TRUE** |

|  |  |
| --- | --- |
| 2. | For the average organization, employee costs (wages or salaries and benefits) are under 10% of its total revenue.  **FALSE** |

|  |  |
| --- | --- |
| 3. | Staffing is the process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness.  **TRUE** |

|  |  |
| --- | --- |
| 4. | Acquisition activities involve external staffing systems that govern the initial intake of applicants into the organization.  **TRUE** |

|  |  |
| --- | --- |
| 5. | Internal staffing systems work in fundamentally different ways than external staffing systems.  **FALSE** |

|  |  |
| --- | --- |
| 6. | Organizations should attempt to eliminate all employee turnover if at all possible.  **FALSE** |

|  |  |
| --- | --- |
| 7. | Employee turnover does not represent a significant cost to most organizations.  **FALSE** |

|  |  |
| --- | --- |
| 8. | Staffing is more of a process than an event.  **TRUE** |

|  |  |
| --- | --- |
| 9. | Staffing the organization requires attention to both the quantity and quality of people brought into, moved within, and retained by the organization.  **TRUE** |

|  |  |
| --- | --- |
| 10. | Staffing systems exist primarily to fill specific vacancies, and are not closely linked to overall organizational profitability and growth.  **FALSE** |

|  |  |
| --- | --- |
| 11. | Quantity or quality labor shortages can mean lost business opportunities, scaled-back expansion plans, an inability to provide critical consumer goods and services, and even threats to organizational survival.  **TRUE** |

|  |  |
| --- | --- |
| 12. | Employee shortages seldom require job reassignments or overtime for current employees.  **FALSE** |

|  |  |
| --- | --- |
| 13. | Enterprise Rent-A-Car tries to use a single strategy for recruiting employees, rather than spreading their efforts across a lot of different strategies.  **FALSE** |

|  |  |
| --- | --- |
| 14. | Pfizer has concluded that it cannot project what kind of talent it needs in the next 10 years and then select employees whose skills matched these long-range future talent needs.  **TRUE** |

|  |  |
| --- | --- |
| 15. | The quantity portion of the staffing definition means that organizations must be concerned about staffing levels and their adequacy.  **TRUE** |

|  |  |
| --- | --- |
| 16. | When head count requirements exceed availabilities, the organization will be overstaffed.  **FALSE** |

|  |  |
| --- | --- |
| 17. | The person/job match model says that jobs are characterized by their level of qualifications and motivation.  **FALSE** |

|  |  |
| --- | --- |
| 18. | The person/job match model says that individuals are characterized by their level of qualifications and motivation.  **TRUE** |

|  |  |
| --- | --- |
| 19. | The person/job match model states that it is more important to match job rewards to individual motivations than to match job requirements to KSAOs.  **FALSE** |

|  |  |
| --- | --- |
| 20. | Matching concerns that involve the larger organization include organizational values, new job duties, multiple jobs, and future jobs.  **TRUE** |

|  |  |
| --- | --- |
| 21. | In organizations where technology and globalization have caused jobs to change at a rapid pace, person/organization match is more important than person/job match.  **TRUE** |

|  |  |
| --- | --- |
| 22. | It is usually wise to just focus on task and KSAO requirements when staffing, because job requirements almost never extend beyond task and KSAO requirements.  **FALSE** |

|  |  |
| --- | --- |
| 23. | The three stages of entering an organization (in order) are selection, recruitment, and employment.  **FALSE** |

|  |  |
| --- | --- |
| 24. | The initial stage in the staffing system components model is recruitment.  **TRUE** |

|  |  |
| --- | --- |
| 25. | The recruitment stage of the staffing process involves identification and attraction activities by both the organization and the individual.  **TRUE** |

|  |  |
| --- | --- |
| 26. | The selection stage of the staffing process emphasizes the assessment and evaluation of job applicants.  **TRUE** |

|  |  |
| --- | --- |
| 27. | Self-selection refers to employee decisions about whether to continue in or drop out of the staffing process.  **TRUE** |

|  |  |
| --- | --- |
| 28. | Organizational strategy usually dictates HR strategy, and HR strategy seldom has an impact on organizational strategy.  **FALSE** |

|  |  |
| --- | --- |
| 29. | Support activities for HR include legal compliance, planning, and job analysis.  **TRUE** |

|  |  |
| --- | --- |
| 30. | Core activities for HR include legal compliance, planning, and job analysis.  **FALSE** |

|  |  |
| --- | --- |
| 31. | Sound staffing strategy should always focus on acquiring employees who can hit the ground running and be at peak performance the moment they arrive.  **FALSE** |

|  |  |
| --- | --- |
| 32. | Small and midsized organizations have increasingly turned to outsourcing as a way to improve the quality of certain recruiting and hiring processes.  **TRUE** |

|  |  |
| --- | --- |
| 33. | Organizations choose to follow an internal staffing strategy if they want to cultivate a stable, committed workforce.  **TRUE** |

|  |  |
| --- | --- |
| 34. | An organization's core workforce is composed of workers who are used on an as-needed, just-in-time basis.  **FALSE** |

|  |  |
| --- | --- |
| 35. | Some organizations accept a certain level of turnover as inevitable and frequently hire replacements to fill vacancies.  **TRUE** |

|  |  |
| --- | --- |
| 36. | Outsourcing is when an organization sets up its own operations in another country.  **FALSE** |

|  |  |
| --- | --- |
| 37. | Some organizations understaff in order to avoid costly layoffs.  **TRUE** |

|  |  |
| --- | --- |
| 38. | When forced to choose between addressing short-term labor shortages or identifying talent for the long term, most organizations focus on developing the long-term concerns.  **FALSE** |

|  |  |
| --- | --- |
| 39. | A person/organization match is likely to be more important than a person/job match when jobs are poorly defined and fluid.  **TRUE** |

|  |  |
| --- | --- |
| 40. | Examples of job-specific KSAOs include flexibility and adaptability, ability to learn, written and oral communication skills, and algebra/statistics skills.  **FALSE** |

|  |  |
| --- | --- |
| 41. | An active diversity strategy might be pursued as a way of acquiring workers who can help identify a products that might be received favorably by various segments of the marketplace.  **TRUE** |

**Multiple Choice Questions**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 42. | The process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness is called \_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| **A.**  | staffing |

|  |  |
| --- | --- |
| B.  | recruitment |

|  |  |
| --- | --- |
| C.  | selection |

|  |  |
| --- | --- |
| D.  | placement |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 43. | Which of the following statements is true regarding staffing?

|  |  |
| --- | --- |
| A.  | The organization is the only active player in the staffing process. |

|  |  |
| --- | --- |
| **B.**  | The staffing process is composed of a series of interrelated parts including recruitment, selection, decision making and job offers. |

|  |  |
| --- | --- |
| C.  | The staffing process should only be viewed from the perspective of the individual (line) manager. |

|  |  |
| --- | --- |
| D.  | None of these |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 44. | The process that involves the placement of new hires on the actual job they will hold is called \_\_\_\_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | acquisition |

|  |  |
| --- | --- |
| **B.**  | deployment |

|  |  |
| --- | --- |
| C.  | retention |

|  |  |
| --- | --- |
| D.  | none of these |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 45. | The purpose of retention systems is to \_\_\_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | attract qualified applicants to job openings in the organization |

|  |  |
| --- | --- |
| B.  | establish a good person-job match |

|  |  |
| --- | --- |
| **C.**  | manage the flow of employees out of the organization |

|  |  |
| --- | --- |
| D.  | establish a good person-organization match |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 46. | Staffing systems exist, and should ultimately be used, to \_\_\_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | ensure that day-to-day operations run smoothly |

|  |  |
| --- | --- |
| B.  | ensure that procedural, transactional, and routine activities are accomplished |

|  |  |
| --- | --- |
| C.  | reduce costs regardless of the effects on quality or quantity |

|  |  |
| --- | --- |
| **D.**  | contribute to the attainment of organizational goals such as survival, profitability, and growth |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 47. | According to the staffing quantity model, an organization will be \_\_\_\_\_\_\_\_\_\_ when availabilities exceed requirements.

|  |  |
| --- | --- |
| A.  | fully staffed |

|  |  |
| --- | --- |
| B.  | understaffed |

|  |  |
| --- | --- |
| **C.**  | overstaffed |

|  |  |
| --- | --- |
| D.  | none of these |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 48. | The staffing quantity model uses \_\_\_\_\_\_\_\_\_ to determine whether a condition of being overstaffed, fully staffed, or understaffed exists.

|  |  |
| --- | --- |
| A.  | projected staffing requirements |

|  |  |
| --- | --- |
| B.  | projected staffing availabilities |

|  |  |
| --- | --- |
| C.  | projected economic trends |

|  |  |
| --- | --- |
| **D.**  | projected staffing requirements and projected staffing availabilities are both needed |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 49. | Which of the following are portions of person-job match?

|  |  |
| --- | --- |
| A.  | Jobs are characterized by their requirements |

|  |  |
| --- | --- |
| B.  | Jobs are characterized by their embedded rewards |

|  |  |
| --- | --- |
| C.  | Individuals are characterized by their level of qualification and motivation |

|  |  |
| --- | --- |
| **D.**  | All of these. |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 50. | Which of the following statements is false regarding person-job match?

|  |  |
| --- | --- |
| A.  | Jobs are characterized by their requirements and embedded rewards. |

|  |  |
| --- | --- |
| B.  | Individuals are characterized by their level of qualification. |

|  |  |
| --- | --- |
| **C.**  | Organizational culture is an important aspect of person-job match. |

|  |  |
| --- | --- |
| D.  | Individuals can be characterized by their motivation levels. |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 51. | The person/job match model says that there must be a match between \_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| **A.**  | job requirements with KSAOs and job rewards with individual motivation |

|  |  |
| --- | --- |
| B.  | job requirements and individual motivation |

|  |  |
| --- | --- |
| C.  | KSAOs and individual motivation |

|  |  |
| --- | --- |
| D.  | none of these |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 52. | Regarding the person/job match model, \_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | staffing is only concerned with the job requirements-KSAO portion of the match |

|  |  |
| --- | --- |
| B.  | job requirements should be expressed in terms of only tasks involved and not KSAOs |

|  |  |
| --- | --- |
| C.  | It applies only to tasks that have been identified and written down |

|  |  |
| --- | --- |
| **D.**  | none of these are correct |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 53. | In terms of the person/organization match \_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | the "organization" includes only tasks to be performed that are written down as part of the job description |

|  |  |
| --- | --- |
| B.  | attempts to match people to organization values should not be made |

|  |  |
| --- | --- |
| **C.**  | there is a concern with the "fit" of people to multiple jobs or future jobs |

|  |  |
| --- | --- |
| D.  | all of these are correct |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 54. | Which of the following matching concerns arise in person-organization match?

|  |  |
| --- | --- |
| **A.**  | values, new job duties, multiple jobs, and future jobs |

|  |  |
| --- | --- |
| B.  | values, qualifications, and motivation |

|  |  |
| --- | --- |
| C.  | person, process, and principle |

|  |  |
| --- | --- |
| D.  | all of these are correct |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 55. | The staffing system components model says that the phases of the staffing process occur in which order after the initial interaction between the applicant and the organization?

|  |  |
| --- | --- |
| A.  | selection, recruitment, employment |

|  |  |
| --- | --- |
| **B.**  | recruitment, selection, employment |

|  |  |
| --- | --- |
| C.  | recruitment, employment, selection |

|  |  |
| --- | --- |
| D.  | employment, recruitment, selection |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 56. | According to the overall staffing organizations model, one support activity is \_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | external staffing |

|  |  |
| --- | --- |
| **B.**  | job analysis |

|  |  |
| --- | --- |
| C.  | internal staffing |

|  |  |
| --- | --- |
| D.  | labor relations |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 57. | According to the overall staffing organizations model, an example of a(n) core staffing activity is \_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | HR strategy and planning |

|  |  |
| --- | --- |
| B.  | job analysis |

|  |  |
| --- | --- |
| **C.**  | internal recruitment |

|  |  |
| --- | --- |
| D.  | none of these |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 58. | According to the overall staffing organizations model, HR and staffing strategy are driven by \_\_\_\_\_\_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| **A.**  | the mission, goals and objectives of the organization |

|  |  |
| --- | --- |
| B.  | support activities |

|  |  |
| --- | --- |
| C.  | legal compliance activities |

|  |  |
| --- | --- |
| D.  | all of these are correct |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 59. | Which of the following is a part of the recruiting phase of the staffing process?

|  |  |
| --- | --- |
| A.  | drawing up job offers |

|  |  |
| --- | --- |
| B.  | completing application blanks |

|  |  |
| --- | --- |
| **C.**  | developing and conducting job fairs |

|  |  |
| --- | --- |
| D.  | both drawing up job offers and developing and conducting job fairs |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 60. | Which of these activities is most directly associated with the employment phase of the staffing process?

|  |  |
| --- | --- |
| A.  | screening job applications |

|  |  |
| --- | --- |
| **B.**  | deciding on finalists for a job |

|  |  |
| --- | --- |
| C.  | advertising a job opening |

|  |  |
| --- | --- |
| D.  | evaluating the results of a job aptitude test |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 61. | Staffing system management involves \_\_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | assessing applicant qualifications |

|  |  |
| --- | --- |
| B.  | facilitating employee retention |

|  |  |
| --- | --- |
| **C.**  | guiding, coordinating, controlling, and evaluating staffing activities |

|  |  |
| --- | --- |
| D.  | day-to-day legal compliance activities |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 62. | A \_\_\_\_\_\_\_\_\_\_\_\_\_ staffing strategy would have an organization concentrate on acquiring new employees who can "hit the ground running."

|  |  |
| --- | --- |
| **A.**  | pure acquisition |

|  |  |
| --- | --- |
| B.  | pure development |

|  |  |
| --- | --- |
| C.  | lead system |

|  |  |
| --- | --- |
| D.  | lag system |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 63. | The \_\_\_\_\_\_\_\_\_\_\_ is composed of more peripheral workers who are used on an as-needed, just-in-time basis.

|  |  |
| --- | --- |
| A.  | core workforce |

|  |  |
| --- | --- |
| B.  | high performance workforce |

|  |  |
| --- | --- |
| **C.**  | flexible workforce |

|  |  |
| --- | --- |
| D.  | none of these |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 64. | Outsourcing is \_\_\_\_\_\_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | setting up operations in another country |

|  |  |
| --- | --- |
| B.  | typically prohibited by law in most states |

|  |  |
| --- | --- |
| C.  | a strategy that is being used less and less |

|  |  |
| --- | --- |
| **D.**  | moving a business process to another vendor |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 65. | Organizations often \_\_\_\_\_\_\_\_\_\_ when they choose to ride out dips in demand for goods and services or to stockpile talent.

|  |  |
| --- | --- |
| A.  | understaff |

|  |  |
| --- | --- |
| **B.**  | overstaff |

|  |  |
| --- | --- |
| C.  | attract |

|  |  |
| --- | --- |
| D.  | relocate |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 66. | A \_\_\_\_\_\_\_\_\_\_\_\_\_ staffing strategy is when organizations decide to go to locations where there are ample labor supplies.

|  |  |
| --- | --- |
| A.  | transfer system |

|  |  |
| --- | --- |
| **B.**  | relocate system |

|  |  |
| --- | --- |
| C.  | factional system |

|  |  |
| --- | --- |
| D.  | extrinsic system |

 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 67. | When jobs are highly fluid, it is probably advisable for organizations to focus more on

|  |  |
| --- | --- |
| A.  | person-job match. |

|  |  |
| --- | --- |
| **B.**  | person-organization match. |

|  |  |
| --- | --- |
| C.  | recruiter-recruit match. |

|  |  |
| --- | --- |
| D.  | dynamic equilibrium. |

 |